MASTER OF SCIENCE
IN
LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT

PERFORMANCE MEASUREMENT FOR THE COMPANY OFFICER: AN EXAMINATION OF CURRENT METHODS USED AT THE UNITED STATES NAVAL ACADEMY

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This research will first examine the historical role of the United States Naval Academy in developing future naval leaders. The organization of the Naval Academy will be illustrated to provide an understanding of the framework in which the leadership abilities of the midshipmen are developed. The role of the company officer in developing midshipmen will then be introduced. Performance management with performance measurement as a tool for improvement will then be examined in terms of the mission of the academy and role of the company officer. This research will then examine the current performance measurement methods employed by Company Officers at the United States Naval Academy and how these methods factor into improved midshipman leadership development. Research will include conducting a detailed analysis of the role of the company officer in midshipman leadership development. Data will be collected and analyzed using a performance measurement approach. The results of this analysis will enable company officers to develop new measurement ideas with the focus on improving the midshipmen leadership development process.

DoD KEY TECHNOLOGY AREA: Manpower, Personnel, and Training

KEYWORDS: United States, Naval Academy, Company Officer, Performance Measurement

A PERFORMANCE MEASUREMENT-BASED COMPANY OFFICER MANAGEMENT INFORMATION SYSTEM PROTOTYPE FOR THE UNITED STATES NAVAL ACADEMY

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A company officer at the United States Naval Academy (USNA) is tasked with developing midshipmen morally, mentally, physically, and to imbue them with the highest ideals of duty, honor, and loyalty. This task requires increased knowledge on performance measurement and the right tool that will enhance their ability to develop midshipmen into the 21st century. A performance-measurement-based management information system will greatly enhance the company officer's ability to develop, maintain, and use information technology for purposes of performance measurement.

Based on user requirements, this research identifies the key result areas and key indicators, designs, and develops a prototype. The Company Officer Management Information System (COMIS) prototype is developed using Microsoft Access 97, an approved Department of the Navy IT-21 compliant software application.

The findings in this research strongly support the use of the COMIS prototype at the USNA and indicate that future research and future application development will significantly enhance the development of midshipmen well into the 21st century.

DoD KEY TECHNOLOGY AREAS: Computing and Software, Human Systems Interface, Manpower, Personnel, and Training, Other (Information Technology)

KEYWORDS: COMIS, Database, Management Information System, Microsoft Access 97, Performance Measurement, and Prototype

EMOTIONAL INTELLIGENCE: A LOOK AT ITS EFFECT ON PERFORMANCE AT THE UNITED STATES NAVAL ACADEMY

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This study uses the results from the BarOn Emotional Quotient (EQ) Inventory by a freshman class upon entry to the United States Naval Academy. The data reflects the response of 1,040 students between the ages of 17 and 22. Using BarOn's model, this study focuses on the relationship of EQ to Naval Academy performance measurements such as academics, general performance, and conduct. Attrition and gender relationships to EQ are also analyzed. Few studies have specifically addressed the EQ attributes found in young naval leaders. In fact, most studies reviewed centered on EQ's influence on children or corporations. Potential Academy areas of interest such as academics, performance, conduct, attrition, and gender were examined in light of BarOn's five basic EQ components of Interpersonal, Intrapersonal, Adaptability, Stress Management, and General Mood and their relative

subscales. Overall, BarOn's EQ components were able to show significant relationships of EQ to performance, conduct, attrition, and gender. It is recommended that the Naval Academy includes the EQ construct in one of its standard leadership classes; and that the freshman class who took the test is allowed to retake the test during their senior year to provide longitudinal research.

DoD KEY TECHNOLOGY AREAS: Human Systems Interface, Manpower, Personnel, and Training, Other (Emotional Intelligence, Leadership Development)

KEYWORDS: Emotional Intelligence, Human Systems Interface, Manpower, Personnel, and Training, Leadership Development

STUDY OF FACTORS AFFECTING THE RETENTION DECISIONS OF SEA-GOING FEMALE NAVAL AVIATORS AND NAVAL FLIGHT OFFICERS

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This thesis seeks to discover the factors that are affecting the career decisions of female aviators and naval flight officers (NFOs) in sea-going aviation communities. Focused interviews were conducted with 21 female aviators/NFOs from various sea-going aviation communities. Analysis of the transcripts revealed 14 general themes. These themes covered topics, including the influence family members had on the interviewees' decision to join the military, the interviewees' commitment to serve their country, the lack of female role models in aviation, the gender discrimination the interviewees faced throughout their careers, and the interviewees' plans to leave the Navy after their initial obligation. The most surprising finding of the study was that 19 of the 21 women interviewed said they planned to leave the Navy and that there was nothing the Navy could do to make them stay. Other findings indicated that many female naval aviators/NFOs struggle with the decision of whether to continue a career in naval aviation or resign due to their desire to have a husband and children, and female naval aviators/NFOs have no positive female role models. This thesis concludes with recommended courses of action and areas for further research in order to help personnel officials better understand the choices female officers are forced to make concerning their commitment to the Navy and to increase the retention rate of future female aviators/ NFOs.

DoD KEY TECHNOLOGY AREA: Other (Personnel, Retention, Manpower)

KEYWORDS: Retention, Females in Naval Aviation

SELECTION TO NAVAL SPECIAL WARFARE AND THE RETENTION OF NAVAL SPECIAL WARFARE OFFICERS COMMISSIONED FROM THE UNITED STATES NAVAL ACADEMY

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This research analyzes United States Naval Academy's admissions and midshipman performance variables and their impact on the career development of graduates in the Special Warfare (SEAL) community. Non-linear LOGIT regression models for the United States Naval Academy Classes of 1994 through 1997 are developed to analyze the influence of factors on the probability of a midshipman selecting to Naval Special Warfare. Additional non-linear LOGIT regression models for the United States Naval Academy Classes 1971 through 1990 are

developed to analyze the influence of factors on the probability of a midshipman retaining in Special Warfare to the Lieutenant Commander selection board.

Both the class order of merit and the adjusted SEAL physical readiness test play a significant role in the probability of selection. The SAT Math high score has a significant positive effect on selection. The study of a technical major while at the Naval Academy has a significant positive effect on retention. Other significant predictors of retention are identified. Modification of current trends in selection of midshipmen for Special Warfare is recommended to reflect the traits apparent in those who retain.

DoD KEY TECHNOLOGY AREAS: Manpower, Personnel, and Training, Other (Special Operations Forces)

KEYWORDS: Military Officers, Military Manpower, Performance, Retention, United States Naval Academy, Commissioning Sources, Naval Special Warfare, SEALs, Selectivity, Special Operations Forces